MSCA Radiance

How to successfully prepare MSCA SE proposals?

International Brokerage Event on Horizon Europe MSCA Staff Exchanges (Virtual Event)
23rd February 2026

Jesús ROJO
MSCA National Contact Point - SPAIN

Funded by the European Union.

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.

Radiance MSCA

EVALUATION CRITERIA

MSCA SE 2026

NEW

1.1. Quality and pertinence of the project's research/innovation objectives (and the extent to which they are ambitious, and go beyond the state of the art)	2.1. Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contributing to improving research and innovation potential at the European and global level	3.1. Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages
1.2. Soundness of the proposed approach to foster international, intersectoral and interdisciplinary collaborations	2.2. Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development	3.2. Quality, capacity and role of each participant, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise
1.3. Soundness of the proposed methodology (including consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)	2.3. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities	
1.4. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives.	2.4. The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.	
50%	**30%**	**20%**

Successful proposal should

- Built-up on a complete and balanced Consortia
- Clear Project goal and project objectives
- Complementarity among partners
- International Collaboration
- Intersectoral Collaboration
- Impact on several levels
  - On Staff
  - On Institutions / Organizations / Companies
  - On Research and Innovation
  - On Economy
  - On Society
- Proper Implementation

Radiance MSCA

The Abstract

- The Context + the starting point + the problem to solve
- The Consortium and the Staff + events
- The objectives of the project
- The innovative aspects + interdisciplinary aspects
- The Impact of the project

From A1 Abstract

Climate change poses an existential crisis for the future of civilisation and is already significantly affecting the brain health of populations worldwide. These impacts include the direct effects of climate change (extreme heat or cold, flooding, pollution) and downstream exposome effects such as increased migration, food insecurity, and the exacerbation of threats to the brain from structural and systemic issues (unplanned urbanisation and systemic inequality). These factors can have immediate consequences for health and well-being while also increasing the risk of dementia later in life. However, significant gaps remain in understanding how these factors intersect and impact brain health across different contexts, the transdisciplinary methodological frameworks needed to assess them, and how to develop new approaches to protect brain health through design, practice, and policy. The project will address these gaps through a strategic programme involving 76 staff/researcher exchanges, 6 networking and training events, and intentional collaboration across 23 global, intersectoral, and interdisciplinary partners. We focus on 3 main objectives: (i) to understand how climate change impacts brain health by developing an extended exposome framework (ii) using these insights to identify, design, and drive new approaches to protect brain health at the individual and community levels and (iii) to develop recommendations to inform and drive change at community, service and policy level. This innovative transdisciplinary initiative will yield high scientific returns, new methodologies and practices, and actionable recommendations for policymakers. CliCBrain will engage widely with public and sectoral stakeholders in co-creation and dissemination activities. This project will create the structure, network, and human capital to sustain a community of practice in climate change and brain health that can inform future policy developments.

https://cordis.europa.eu/project/id/101236426

1.1. Quality and pertinence of the project's research/innovation objectives (and the extent to which they are ambitious, and go beyond the state of the art)

- 1.1.1. Introduction, objectives and overview of the research & innovation programme.
- 1.1.2 Pertinence and innovative aspects of the research programme

1.2. Soundness of the proposed approach to foster international, intersectoral and interdisciplinary collaborations

- 1.2.1. Integration of methods and disciplines to pursue the objectives
- 1.2.2. Impact on R&I Capacity
- 1.2.3. Synergy leverage

NEW NEW

1.3. Soundness of the proposed methodology (including consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)

- 1.3.1. Overall methodology
- 1.3.2. Gender dimension and other diversity aspects
- 1.3.3. Open science practices
- 1.3.4. Research data management and management of other research outputs

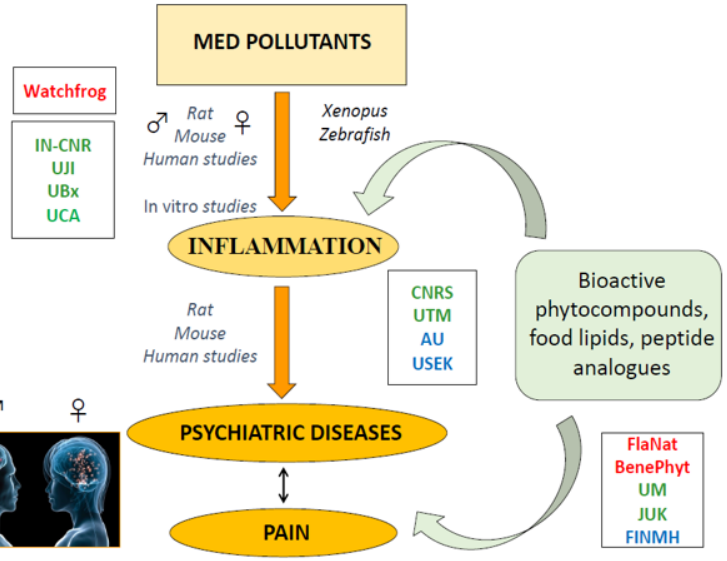
1.4. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives

- 1.4.1. Contribution of each participating organisation in the activities planned
- 1.4.2. Justification of the main networking activities

1.1.1. Introduction, objectives and overview of the research and innovation programme

- Attractive and catchy introduction. Outline the key specific research and innovation objectives of the programme. For the research and innovation objectives, bear in mind that innovation can also include social innovation.

- Use the abstract description
- Remark the **set-up of the project**, how promising is this international, intersectoral and interdisciplinary consortium.
- Include a figure representing the **problems to be solved** and their interactions or the secondments interactions
- Highlight **Main Goal** of the Project
- Describe **Project Objectives**



PsyCoMed
https://cordis.europa.eu/project/id/101086247

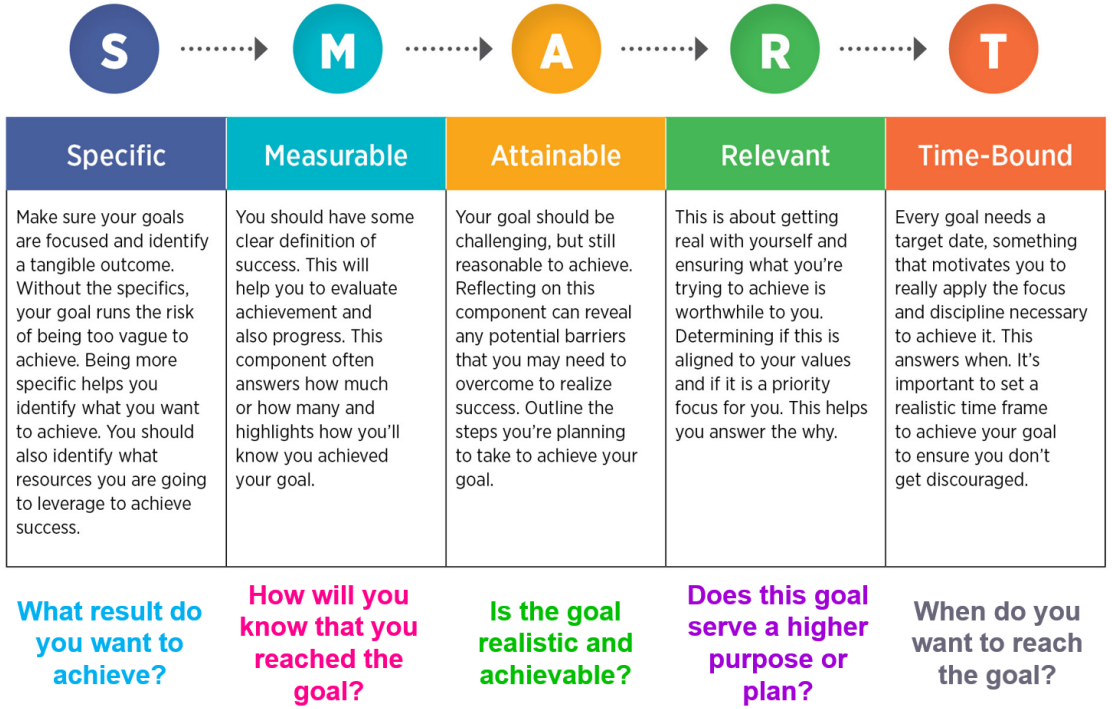
https://nanoimmunoera-project.eu/

1.1.1. Introduction, objectives and overview of the research and innovation programme

- Use **SMART objectives** that address the gaps in the state-of-the-art and correspond to the needs of training and collaboration researchers/ R&I staff in Europe

- Important that **research objectives are feasible**. Present them in a bulleted list relating to the relevant Work Packages (under section 3.1.)

- Each research objective ideally should correspond to the research work packages. For example, research objective 1 is the objective for research WP 1.



- **Why** do you need to **work together on this research**? Explain why a **collaborative approach** is needed to solve the problem (stating the added value) and briefly why your consortium is best placed to do so.

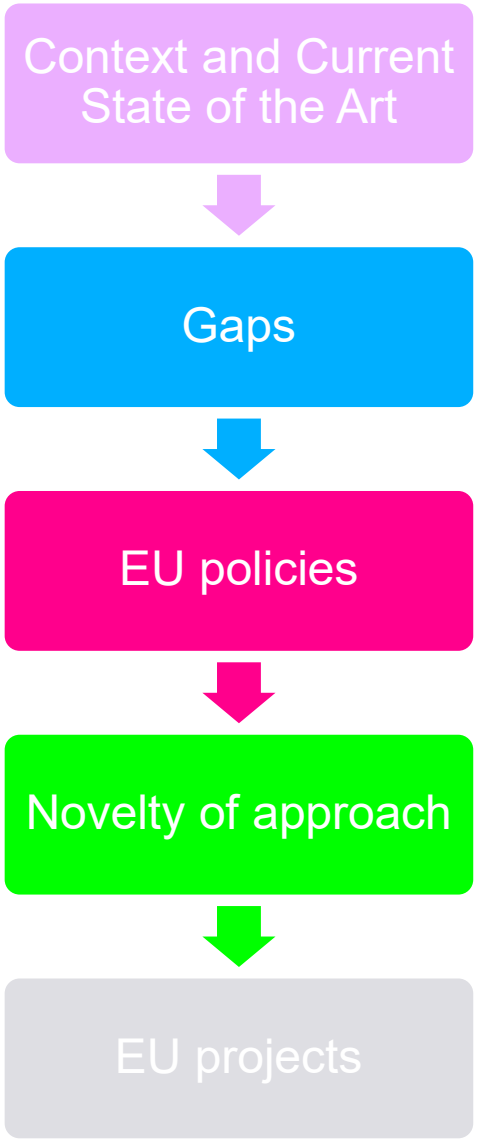
- Describe the **importance of the intersectoral and multi-/interdisciplinary approach** and how the outcome of the network will be greater than the sum of its parts.

- Clearly **highlight the innovative aspects of the project** (e.g., topic, consortium, synergies...)

3 PAGES

1.1.2 Pertinence and innovative aspects of the research programme

- **Expand on the state of the art** to explain why the research is original, innovative and timely compared to the state of the art in the research area.
- Point out the **timeliness and relevance of your proposal**, in terms of societal need and fit to sectoral policy targets, and link to relevant EU policies as well as UN Sustainable Development Goals.
- Describe **how** the research **objectives address the gaps in the state-of-the-art**. Remark the novelty of the project approach
- Use **footnotes to cite key and relevant sources** – make sure to cite **consortium members' work** and show the high-level of expertise within the consortium.
- **Benchmark against other EU funded** projects in the same/similar field - but do not limit your bench-marking to EU funded consortia. You can check CORDIS to see EU funded projects.



First approach of WPs of the proposal

Work Package No	Work Package Title	Activity Type (e.g., Research, Training, Management, Communication, Dissemination)	Number of person-months involved per work package	Lead participant	Start month	End month
WP1	Project Management	MANAGEMENT	0	COORD	1	48
WP2		RESEARCH	150	BEN 1	1	30
WP3		RESEARCH & INNOVATION	95	BEN 2	8	48
WP4		RESEARCH & TRANING	80	BEN 3	1	48
WP5	Comm. Diss and Exploitation Activities	COMMUNICATION & DISSEMINATION	0	COORD	1	48
WP6	Ethics	MANAGEMENT	0	COORD	1	48

- The Work Packages should **reflect the research objectives**.
- The title of the scientific Work Packages should give a good idea of the scope of the research & innovation objectives of that Work Package.
- **Only brief headings and overviews of the Work Packages** (one paragraph summary per WP) should be presented in Table 1.
- More details in terms of actual implementation should be provided in the tables under section 3.1.

No Budgeted PMs are allocated in WP1, WP5 and WP6 (no secondment implemented). The work is covered by the management and general expenses as provided in detailed description of WP 1 and WP5 and will be specified in the Consortium Agreement.

Radiance MSCA

WPs structure examples

- WP1. To develop regenerated fibers from cotton waste
- WP2. To combine advanced materials with sustainable textile materials
- WP3. To design & develop e-textile prototypes from regenerated cotton
- WP4. Sustainability assessment
- WP5. Knowledge transfer
- WP6. Exploitation, Communication & Dissemination
- WP7. Go to market
- WP8. Project Management

RETEX
Regenerated Cotton for Electronic Textiles

https://cordis.europa.eu/project/id/101086305

Nano-Immuno ERA

- WP1. Design of tailored bioresponsive elements for antibody detection
- WP2. Production/characterization of nanomaterials for improved ECL- based biosensing
- WP3. ECL-based biosensors and analytical methods
- WP4. Development of CRISPR-based POC for Ab monitoring
- WP5. Coordination and Management
- WP6. Dissemination and Communication

https://nanoimmunoera-project.eu/

Weaknesses 1.1

- The **research and innovation objectives** are defined only in broad terms, without going into detail about possible measurable outcomes for the individual goals.
- The **proposed goals** and the related work seem overambitious regarding the many different methods and materials.
- The **state-of-the-art** is **not** elaborated and **referred to the latest literature** in sufficient detail. It is not fully clear **how** the proposed studies **will go beyond the state-of-the-art** as the specific materials and foreseen applications are not well defined.
- The **innovative aspects** of the proposal are rather **weak since the proposed methods and approaches have already been developed.**
- The proposal is **overambitious in seeking to achieve a truly groundbreaking advance**, given existing patents and state-of-the-art technologies.

1.2.1. Integration of methods and disciplines to pursue the objectives

- Explain the **added value of both the interdisciplinary approach** in terms of addressing your **research objectives** and to the transfer of interdisciplinary knowledge during the reintegration phase of seconded staff.
- **Interdisciplinarity** should **be addressed** in the strategies, concepts, approaches, methodologies, technologies as well as in the training programmes.

- Ask yourself why this **consortium is the best team** to address these research objectives from a cohesive, **interdisciplinary, and intersectoral point of view**.

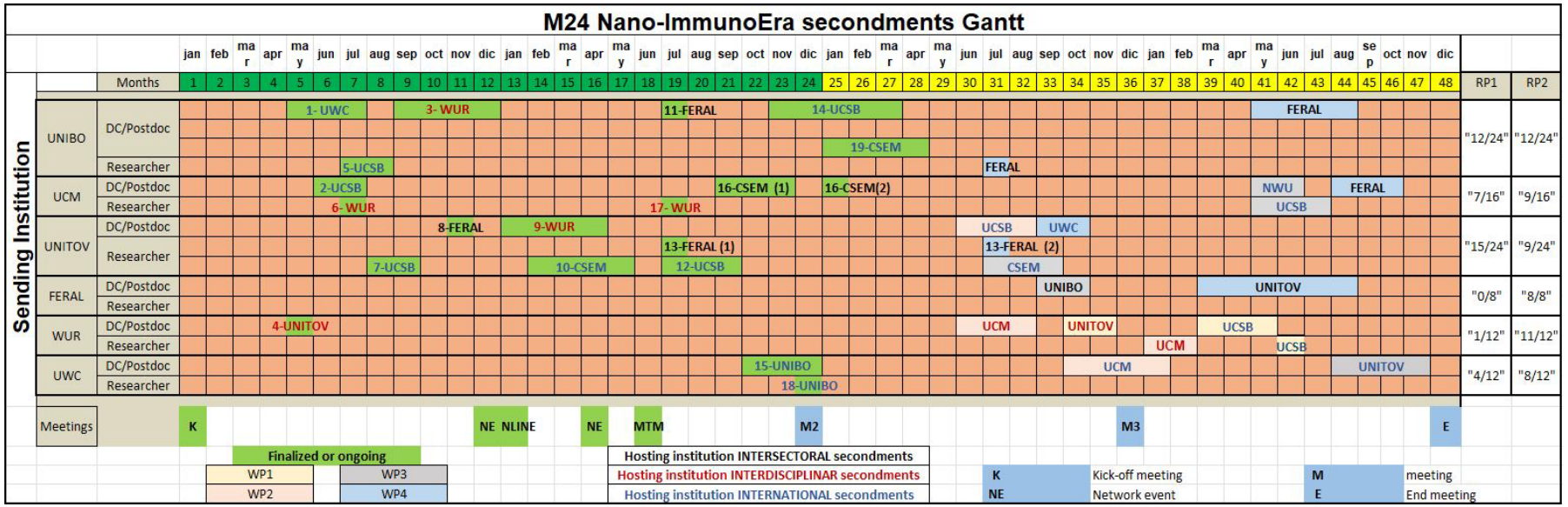
- **Highlight** the role of each **consortium member in the research programme**. You can use a chart or a **pictogram to illustrate connection between research objectives/ methodologies/ resources needed.**

- Describe the importance of the intersectoral and multi-/interdisciplinary approach and how the outcome of the network will be greater than the sum of its parts

Examples of what constitutes an interdisciplinary secondment are available in a REA FAQ.

1.2.1. Integration of methods and disciplines to pursue the objectives

- Make sure **secondments are planned according to the secondment rules**:
  - Secondments within EU Member States or Horizon Europe Associated Countries should be between different sectors (academic and non-academic)
  - No Limitation Secondments within EU Member States or Horizon Europe Associated Countries should be between same sector (academic - Academic // non-academic – non-academic) with **interdisciplinary explanation**. (**no more 1/3 of the secondments**)
  - ….



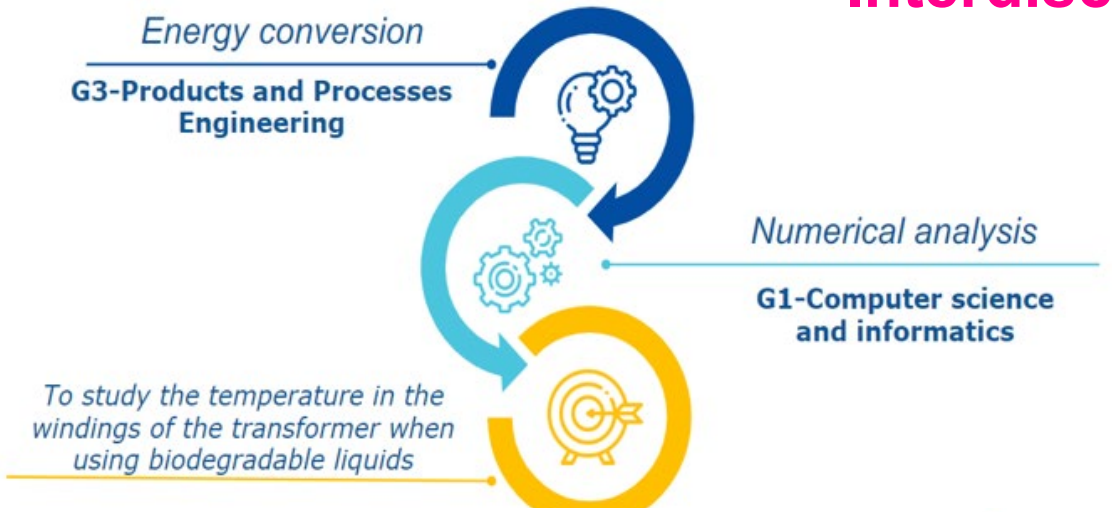
Nano-ImmunoEra

https://nanoimmunoera-project.eu/ https://cordis.europa.eu/project/id/101086341

Interdisciplinarity

- **If you consider** that an **interdisciplinary approach is unnecessary** in the context of the proposed work, please **provide a justification.**

- If the **secondments between participants in the same sector in different** EU/AC are **not considered as interdisciplinary** by the evaluators, those secondments **will not be** eligible for **funding**.



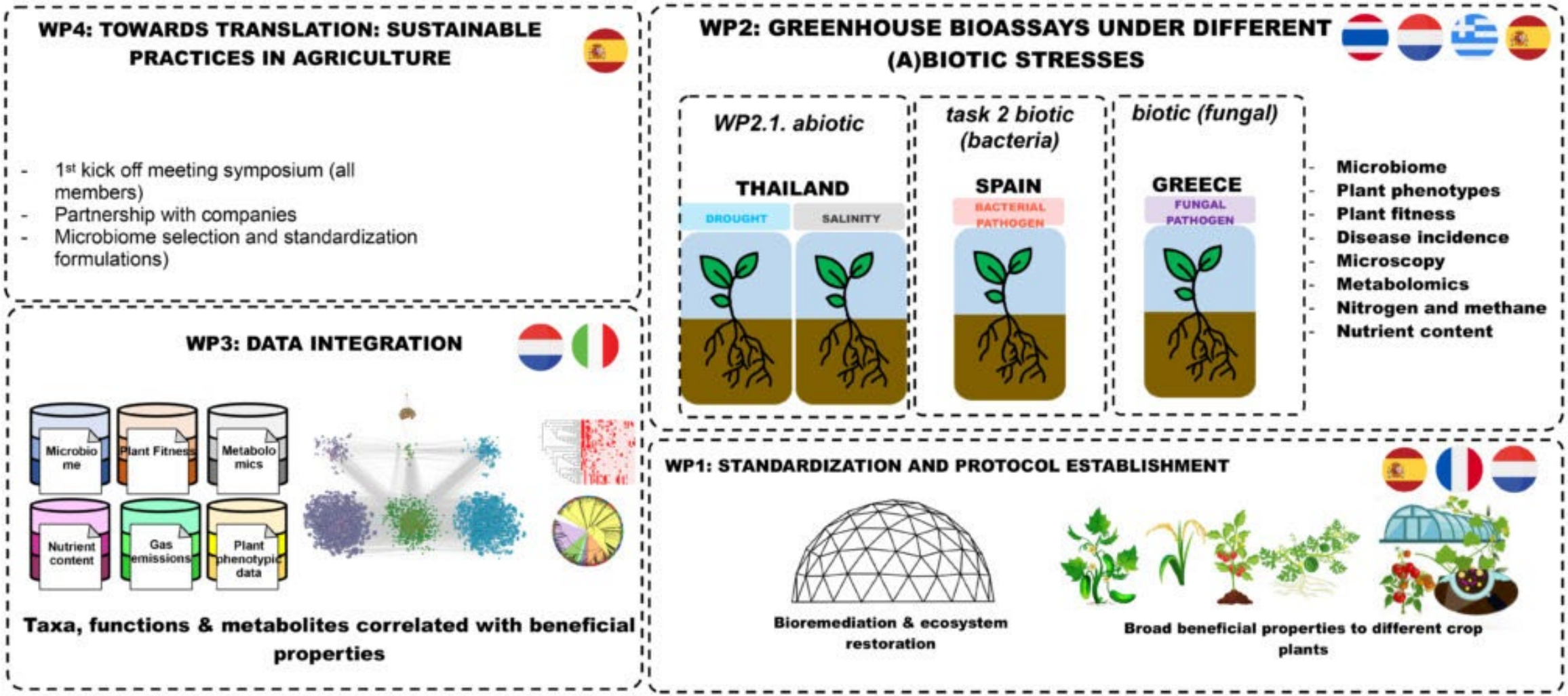
Evaluators are instructed to highly value inter/multidisciplinarity (i.e. this element should be included in all proposals).

It is actually a must, your research and innovation project shall be inter / multidisciplinary

MSCA SE 2026 required to be competitive

Examples taken from MSCA SE FAQ

1.2.1. Integration of methods and disciplines to pursue the objectives



https://microsos.org/research/
https://cordis.europa.eu/project/id/101130685

NOVELTY

1.2.2. Impact on R&I Capacity

- How will the proposed approach boost R&I capacity among participating organizations, leading to innovative cooperation methods and broadened international networks?
    - Explain to what extent your **proposed approach strengthens the research and innovation capacities** of the **participating organisations**.
    - How will this approach foster innovative modes of cooperation and expand international networks?

1.2.3. Synergy leverage

- Does the proposal effectively plan to exploit synergistic opportunities between diverse sectors and entities, maximizing the R&I potential through diverse and complementary competences?
    - Demonstrate a **coherent strategy for integrating competences** across sectors and **organisations in order to unlock synergies** and amplify R&I impact.

Weaknesses 1.2

- The proposal is not interdisciplinary. **NEW comments in ESR**
- The **interdisciplinary of the proposal is not convincingly demonstrated**, as the partners are predominantly from the Information Science and Engineering (ENG/G1) category.
- The **proposal** is interdisciplinary and **covers three Level 1** domains of MSCA ENG, as well as one MSCA ECO domain. A limitation is that task-level integration is described broadly, without explicit formal dependencies or shared artefacts across disciplines

- The **research and innovation objectives** are defined only in **broad terms**, without going into detail about possible measurable outcomes for the individual goals.
- The **proposed goals** and the related work seem **overambitious** regarding the many different methods and materials.
- The innovative aspects of the **proposal are rather weak since the proposed methods** and approaches have already been developed.
- The proposal fails to adequately **describe the main technical challenges and approaches** to overcome them.

Radiance MSCA

1.3. Soundness of the proposed methodology (including consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)

4 Sub-headings required in 2026

- 1.3.1. Overall methodology
- 1.3.2. Gender dimension and other diversity aspects
- 1.3.3. Open science practices
- 1.3.4. Research data management and management of other research outputs:

- **6 Sub-headings required in 2025**
  - Overall methodology
  - Integration of methods and disciplines to pursue the objectives (MOVE TO 1.2)
  - Gender dimension and other diversity aspects
  - Open science practices
  - Research data management and management of other research outputs
  - ~~Artificial Intelligence.~~

1.3.1. Overall methodology

- Overall methodology:

- Explain **how you will deliver on your project's objectives** (concepts, models, equipment, techniques, assays, types of research etc.).
- You need to show **what is innovative about your particular approach**, and how it can be achieved through secondment of staff (and subsequent reintegration in their own organisation).
- Have in mind the **diversity of the project partners** (including non-academic partners), their expertise and the infrastructure available
- You need to provide **enough information** so that the evaluator can understand **how you will tackle the problem** at hand.
- Briefly explain any **key challenges in** your chosen **methodology** and how you plan to address them, providing enough detail for the evaluator to understand your approach.

1.3.2. Gender dimension and other diversity aspects

- You should take into account biological characteristics (**sex**), social/cultural features (**gender**), and other diversity aspects in your research.

- **Ask yourself** the following **questions**:

  - Are sex/gender norms embedded in the concepts, theories and models used by your research field? If so, how do these **gender norms/assumptions influence the research** area?
  - Does the chosen methodology(ies) ensure that sex/gender, and other connected social characterizations, are considered and investigated?
  - Does the methodology ensure that (possible) gender differences will be investigated: that sex/gender differentiated data will be collected and analysed throughout the research cycle? Are questionnaires, surveys, focus groups, etc. designed to unravel potentially relevant sex and/or gender differences in your data? Are the groups involved in the project (e.g., samples, testing groups) gender-balanced?
  - Have you explained how **including sex and gender findings will increase the quality of the research** and **enhance the impact and relevance of the results**?
  - it is also possible to address the **gender dimension** through **training and secondments** (in section 1.4) and **communication/dissemination activities** (in section 2.3).

1.3.2. Gender dimension and other diversity aspects

- If your research is not concerned with gender issues or other diversity aspects, you should clearly explain why and provide a strong justification.
  - *The methodology is not affected directly by any fact related to sex, gender, religion, race, or other diversity aspects, and for this reason the gender dimension does not play a significant role in the research activities. However, we are aware of the gender-sensitive character of applied research and innovation activities, and we will remain attentive to potential indirect gender implications …*

- Gender related with team members should be described in **section 3 (under WP Management)**
  - *We will account also for gender balance. There is a significant under-representation of women in engineering, computer science, and AI sectors. The project will address such an imbalance by promoting diversity and inclusion across all stages of the project implementation. We will target >40% participation of women amongst the seconded staff, and we will consider individual requirements and family-friendly conditions to enable the secondment planning.*

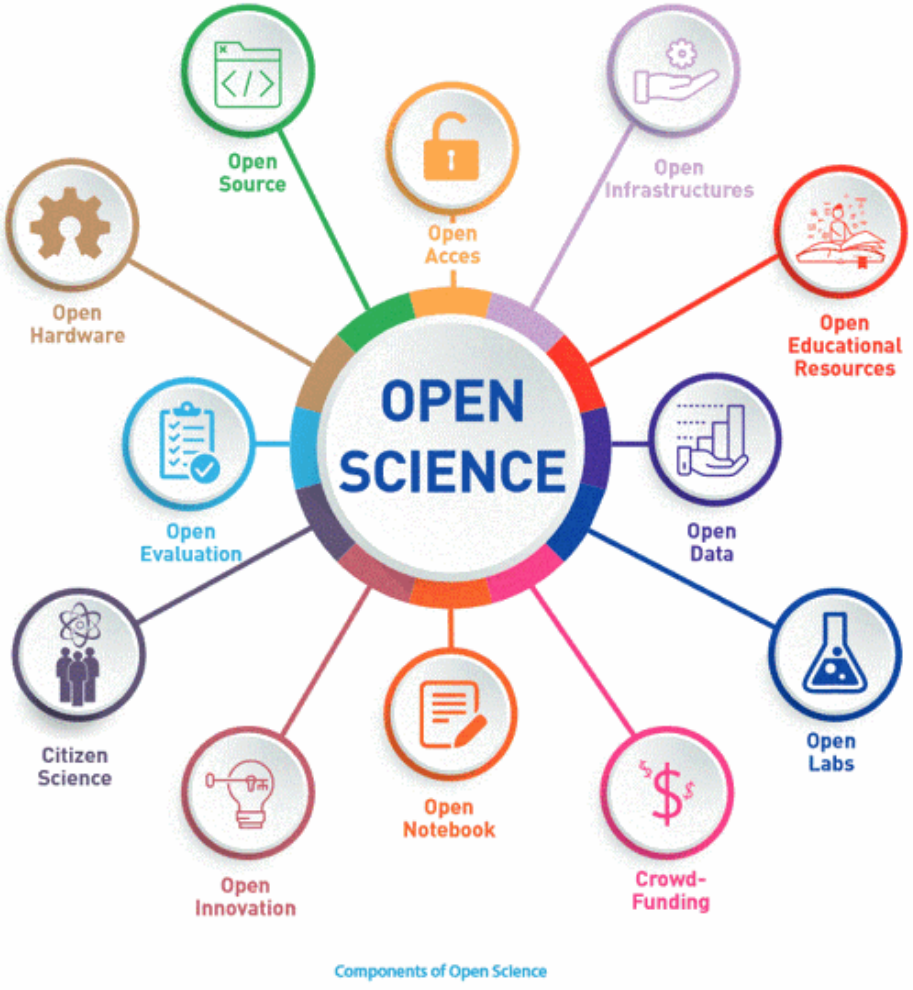
1.3.3. Open science practices

Open Science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process.

Open science practices include early and open sharing of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

This question **does not refer to outreach actions** that may be planned as part of communication, dissemination and exploitation activities.

RADIANCE The Policy Brief on Open Science provides an overview of the open science and data management requirements under MSCA, and provides additional information on approaching the evaluation criteria, training and skills development, dissemination, communication, and exploitation



Source: Meaningful Interactions Lab (mintlab)

1.3.3. Open science practices

- You must provide **concrete information** on how you **plan** to comply with **mandatory** open science practices at consortium and beneficiary levels.
-
- In section 3, while describing the consortium as a whole, you can point out that the involved **organisations apply open science strategies**, especially if they implement some specific strategies.

- Show how **OS** implementation is **adapted to** the **nature** of your **work and methodology**, increasing the likelihood of the project delivering on its objectives.

- You can demonstrate the **link** between **OS**, **communication**, **dissemination**, and **exploitation**; using the right licenses to comply with the OS requirements and exploitation.

Open Science Practice		Mandatory	Recommended
Early and open sharing of research	• Preregistration, registered reports, preprints, etc.		Yes
Research output management	• Data management plan (DMP)	Yes	
Ensure reproducibility of research outputs	• Information on outputs/tools/instruments and access to data/results for validation of publications	Yes	
Open access to research outputs through deposition in trusted repositories	• Open access to publications • Open access to data • Open access to software, models, algorithms, workflows etc.	Yes, for peer-reviewed publications and research data (‘as open as possible as closed as necessary’)	Yes, for other research outputs.

Radiance MSCA

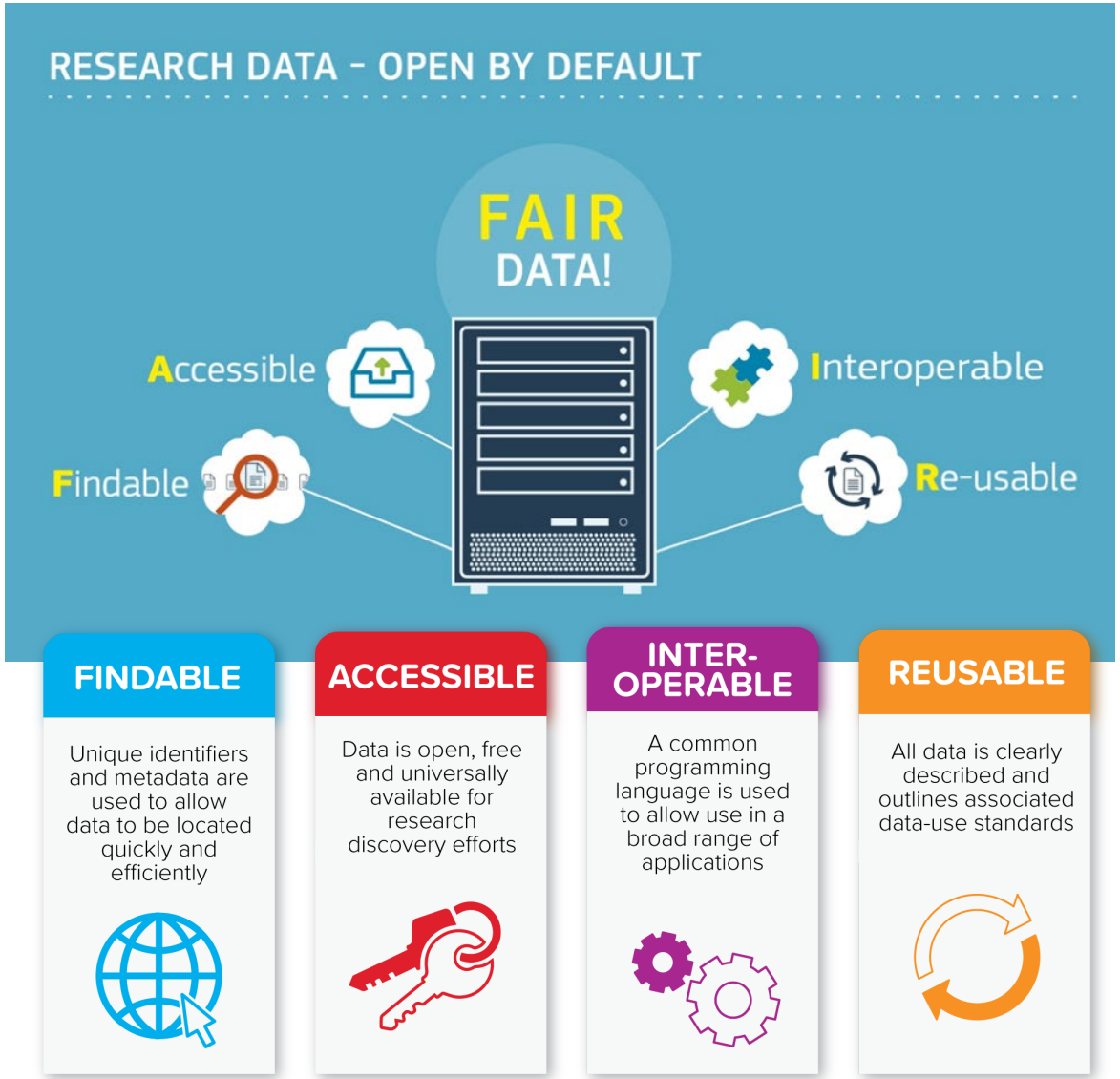
1.3.4. Research data management and management of other research outputs:

- Applicants generating/collecting data and/or other research outputs (except for publications) during the project must provide **maximum 1 page** on how the data will be managed in line with the **FAIR principles** (Findable, Accessible, Interoperable, Reusable)

- Proposals selected for funding under Horizon Europe will need to develop a detailed **data management plan (DMP)** – see 3.1

- HE programme guide is a good source of information and contains links to further information

- OpenAIRE has guides, factsheets, use cases, webinars, and a helpdesk for all Framework programme participants.º



Weaknesses 1.3

- The different **methodologies to be used have not been sufficiently illust**rated and, it is not sufficiently clear and specific how they can be linked to the identified scientific objectives to guarantee their achievement. The provided description does not offer sufficiently convincing evidence that all the defined objectives can be realistically achievable.

- **Methodological challenges are inadequately identified**, and also lack credible strategies to address them.

- The **gender dimension of the research topic is not taken into account** and a **justification** for this is missing from the proposal.

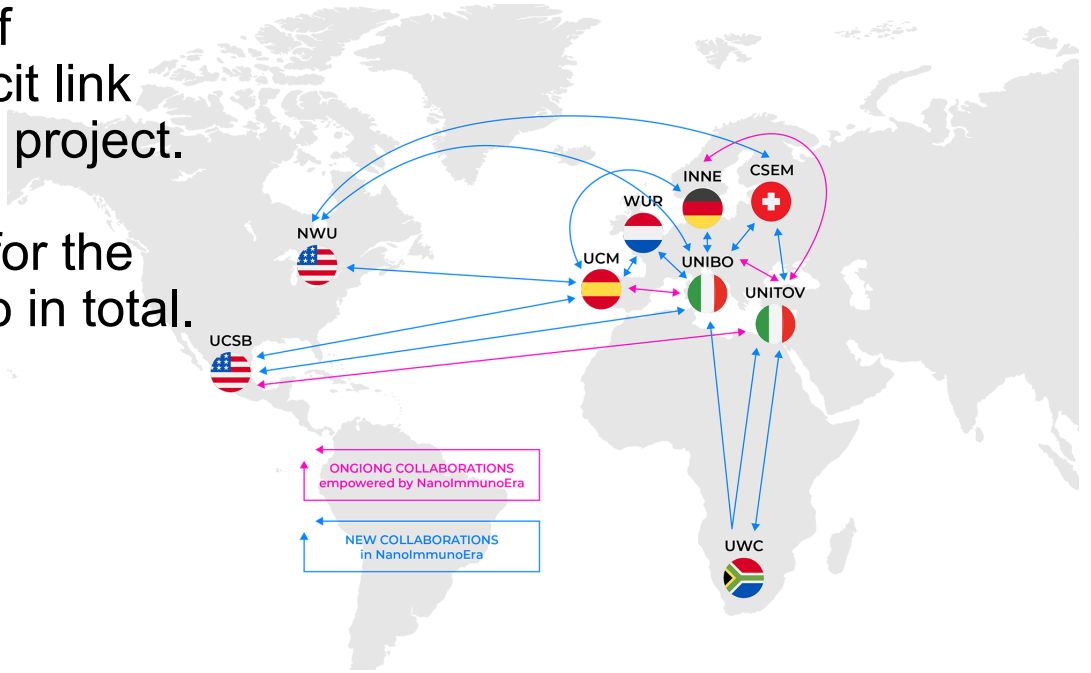
- The proposal appropriately integrates the **gender dimension into its research content**, acknowledging its relevance to neurological disorders with differing prevalence between sexes and including relevant measures such as studying diverse cell types for accurate biological modeling. However, the proposal inadequately consider other diversity aspects.

- **Open science is discussed in a short and not very detailed format**. A data management plan is only superficially addressed and no dana handling according to the FAIR principles is mentioned.

- **Open science practices** are presented in **general terms**, and while the proposal outlines that data management will follow the **FAIR principles**, this is **not supported with a more detailed explanation**.

1.4.1 Contribution of each participating organisation in the activities planned

- Clearly state **what each participating organisation will contribute** towards achieving the **research and knowledge transfer objectives**
- Clearly present and describe each of the **participant's expertise**, **capabilities and competencies**, and their role/involvement in the scientific activities proposed to achieve the project objectives.
- In terms of the **partners' expertise**, describe how **their contribution** is essential to the networking events and show their level of participation in the secondments. There should be an explicit link between networking activities and specific objectives of the project.
- Include details on **how many secondments are planned** for the project and **how many person months** this corresponds to in total.



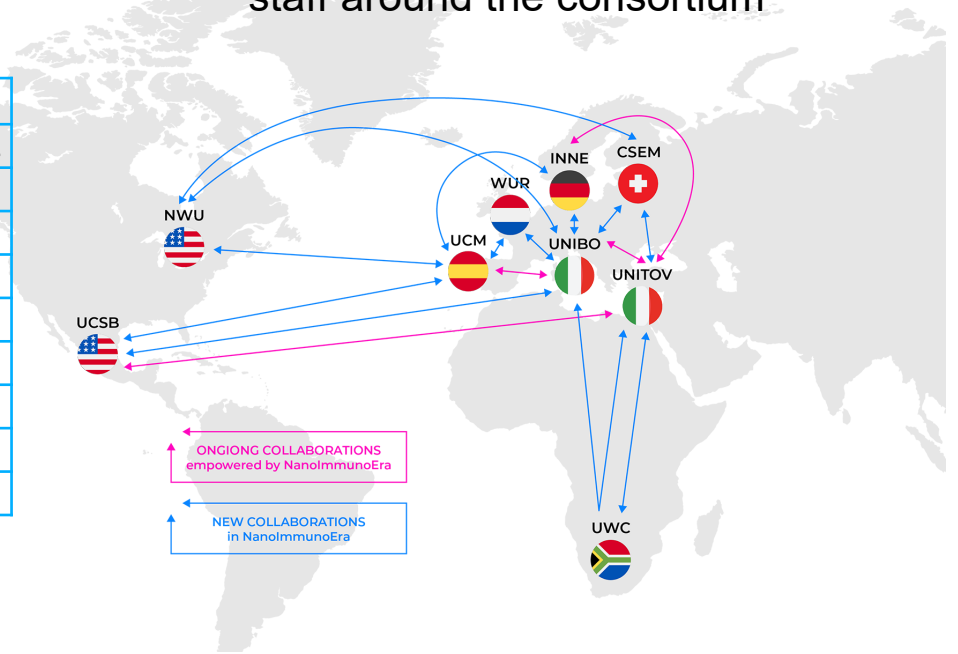
Make sure both doctoral candidates and postdocs are doing secondments (longer visits >4 months for young researchers are preferred by evaluators).

1.4.1 Contribution of each participating organisation in the activities planned

	HOSTING			
SENDING		ACADEMIC ORG.	NON-ACADEMIC ORG.	THIRD COUNTRIES ORG.
	ACADEMIC ORG.	30%	18%	20%
	NON-ACADEMIC ORG.	12%	X	X
	THIRD COUNTRIES ORG.	20%	X	X

Use a **diagram** to show the flow of staff around the consortium

	PMs SENT			PMs HOST		
	PM Sent WP2	PM Sent WP3	PM Sent WP4	PM Host WP2	PM Host WP3	PM Host WP4
BENEFICIARY 1	25	8	15	25	7	14
BENEFICIARY 2	4	12	15	5	15	13
BENEFICIARY 3	10	8	10	0	4	9
BENEFICIARY 4	2	2	8	9	14	4
BENEFICIARY 5	0	3	4	0	0	0
BENEFICIARY 6	15	0	0	5	0	0
BENEFICIARY 7	9	4	9	14	0	0
BENEFICIARY 8	9	4	9	4	4	0



1.4.2 Justification of the main networking activities

- Describe the **networking activities** that will be organised to share knowledge:
  - Congress
  - Workshops, trainings, Final Conference
  - Summer-schools, Winter Schools, Participation in Fairs,
  - Brokerage Events, online networking and knowledge sharing.
  - From 10 events to 40 events per project
- Highlight **interdisciplinary and intersectoral** aspects of the networking and training activities.
- Justify **how** these **will contribute to the knowledge-sharing** objectives – explain why you have chosen these particular activities and how are they related to the research objectives.
- It could be valuable to **open up some events to the wider research community**, e.g., a final conference or summer schools open to researchers who are not part of the network/consortium.

There should be explicit link between networking activities and specific objectives of the project

Weaknesses 1.4

- The **approach ensuring knowledge sharing between participants** is **not explained with the necessary level** of detail and activities devoted to knowledge transfer are not clearly described.
- The proposal does **not sufficiently demonstrate the interactions that could lead to interdisciplinarity**. The potential interactions are listed generically; these do not convincingly demonstrate the integration of the current expertise and methods with the disciplines mentioned.
- The interactions **between participating organisations**, particularly between **academic and non-academic** beneficiaries, and for **staff exchanges**, are **insufficiently elaborated**. Specifically, networking activities, including the workshops and thematic schools, are not sufficiently detailed in relation to individual contributions.
- The **justification of networking activities is offered in general terms**, mainly presenting the expected activities rather than their purpose.
- The proposal **does not present the contribution of all partners to planned activities adequately**. The expertise and experience of some of partners in the assigned tasks are not described in sufficient detail.
- The **networking activities are not clearly justified**. The provided **information is overly general**, and **contribution of networking activities to the achievement of the research and innovation objectives** is not explained in sufficient detail.

Radiance MSCA

IMPACT

2.1 Developing new and lasting research collaborations, achieving transfer of knowledge be-tween participating organisations and contribution to improving research and innovation potential at the European and global level

- 2.1.1. Describe the development and sustainability of new and lasting research collaborations
- 2.1.2. Describe how the project will generate knowledge transfer
- 2.1.3. Describe the contribution of the action to the improvement of the research and innovation potential within Europe and/or worldwide

2.2 Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development

- 2.2.1. Describe how the international, intersectoral and interdisciplinary activities of the project contribute to realising the potential of individuals and provide new skills

2.3 Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities

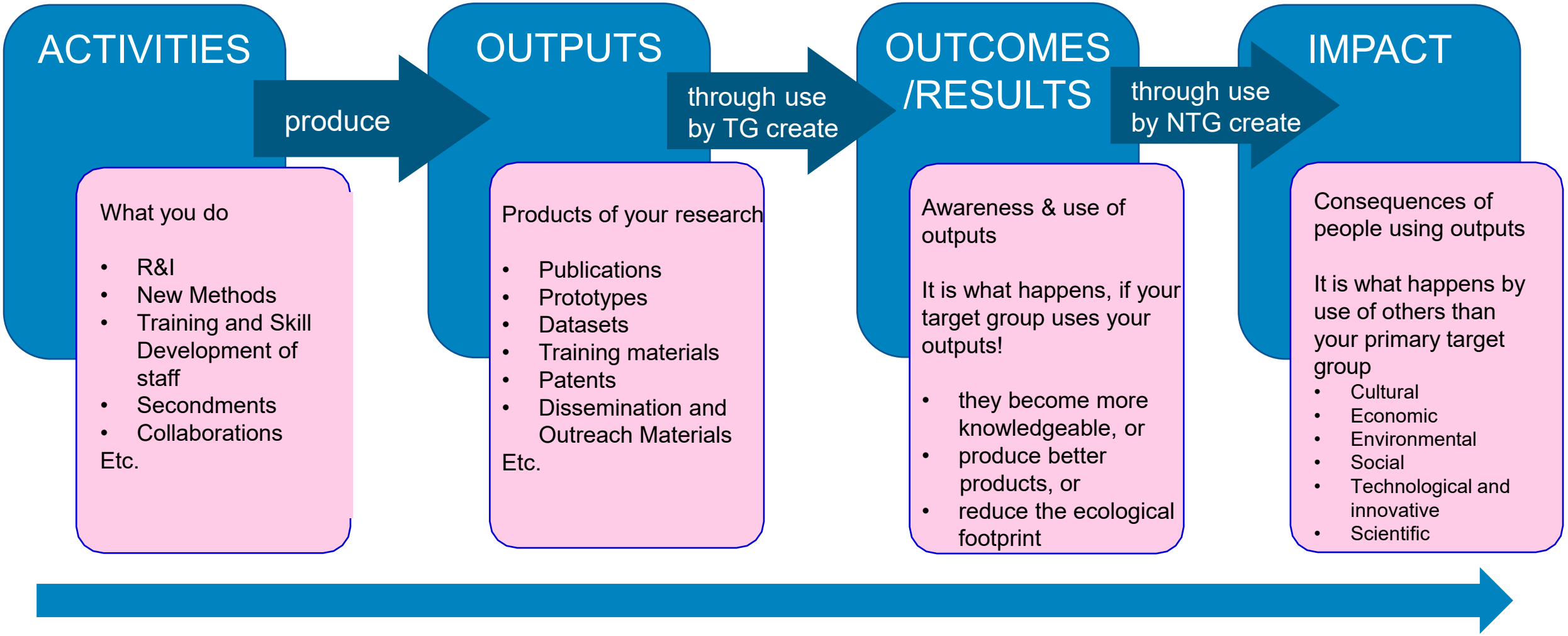
- 2.3.1. Plan for the dissemination and exploitation activities, including communication activities
- 2.3.2. Strategy for the management of intellectual property, foreseen protection measures, such as pa-tents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.

- 2.4.1. Expected scientific impact(s),
- 2.4.2. Expected economic/technological impact(s),
- 2.4.3. Expected societal impact(s)

Radiance MSCA

IMPACT JOURNEY



2.1.1. Describe the development and sustainability of new and lasting research collaborations resulting from international, interdisciplinary and/or inter-sectoral secondments and the networking activities implemented.

- Explain how the secondments and networking activities and the knowledge-transfer achieved via those mechanisms will help to develop a **lasting collaboration between the participants**
- Outline your plans for building the collaboration and continuing it after the project has ended (potential new collaborative projects MSCA DN, COST, Erasmus+…)
- The RADIANCE Policy Brief on Synergies provides an overview of the MSCA synergies with other Union programmes, as well as tips on how MSCA projects can benefit from Synergies.

2.1.2. Describe how the project will generate knowledge transfer that will benefit the participating organisations.

- Describe the **overall strategy for knowledge-sharing** and provide an explanation of the **secondment programme** and networking events.

- **Description of secondments** should include:
  - **how** the secondments will contribute to the knowledge sharing objectives,
  - **what** knowledge will be gained,
  - **who** is the knowledge provider and recipient.
  - **how** will transfer of knowledge be achieved (also to the home organisation during the reintegration phase).

- Make sure that **both doctoral candidates and postdocs** are doing secondments (longer visits >4 months for young researchers have bigger impact).
- Explain the **way to select the staff** for each secondments
- Resume Table of all **type of secondments by nature**: international, intersectoral, interdisciplinary,….
- Remember that **this is the impact section so focus on the impact of the knowledge transfer and how the participating organisations will benefit from it**.
- How to **assess the knowledge transfer**

Radiance MSCA

Some examples of knowledge transfer

Task	Exchanges	Task	Exchanges	Task	Exchanges
T3.1	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T3.7	BEN1:BEN4, BEN6:BEN4, , BEN5:BEN3, BEN4:BEN1	T5.1	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3
T3.2	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T4.1	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T5.2	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3
T3.3	BEN8:BEN2, BEN7:BEN4, , BEN3:BEN1, BEN9:BEN3	T4.2	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T5.3	BEN7:BEN2, BEN6:BEN5, , BEN5:BEN4, BEN4:BEN8

International (EU/AC-3rd country), Intersectoral, Interdisciplinary, International/Intersectoral, International/Interdisciplinary.

The proposed secondment plan are structured around key strategies:

- **Collaboration enhancement**
- **Secondment strategy**
- **Training actions**
- **Networking activities**
- **Learning initiatives**
- **Dissemination strategy**

In addition to the mandatory evaluation questionnaire of the exchanges, we will add1-2 follow-up surveys and interviews with hosting organisations and staff to determine the degree to which new knowledge and practices are embedded in organisations or the staff's approaches. We will also assess how new knowledge is embedded locally in the overall evaluation.

2.1.3. Describe the contribution of the action to the improvement of the research and innovation potential within Europe and/or worldwide.

- Explain **how** the **research programme** and the staff's activities will **contribute to strengthening Europe's capacity** for research and innovation from a human capital perspective

- Make a link to relevant **EU research / policy goals**.
- Show the importance of the research in addressing a **challenge/priority at a European/Global** level:
  - European Green Deal
  - EU missions under Horizon Europe
  - UN Sustainable Development Goals

- Consider the following questions:
  - **What** are the objectives of your project?
  - **Why** and how they can be important in view of work programme?
  - **What** target audience (user communities? Parts of the society?) would benefit?
  - Is it clear how the effects of your project can contribute to the outcomes or wider impact?

- Describe the impact of the triple-I dimension (international, interdisciplinary and intersectoral collaboration) on strengthening the research and innovation potential within Europe.

Check out the RADIANCE policy briefs on the Green Deal and Missions to help you understand the policy background of this topic relevant to the MSCA.

Weaknesses 2.1

- The **sustainability** of the **research collaborations beyond the duration of the proposed** activities is **not convincingly demonstrated.** No future scientific plans are presented, and the proposal does not indicate any concrete strategies and actions expected to secure the sustainability of the newly created collaborations.
- The **knowledge sharing during the secondments and the distribution of the knowledge and skills between the partners have not been sufficiently described.** It is not clear how the TC partners will benefit from the knowledge transfer, as no secondments are planned for the European partners (except for one TC partner).
- The **inter-sectorial and intra-sectorial transfer of knowledge is not well defined** and it is unclear as to how the knowledge transfer will directly contribute to achieving the aims of the R&I activities.
- **New transfer of knowledge** between the partners is insufficiently explained. Many of the proposed network collaborations result from the **implementation of a previous RISE network**.
- The proposal has **only partially demonstrated how the project will improve the research and innovation potential within Europe and/or worldwide**. The scientific impact is not entirely demonstrated, and some of the statements are not sufficiently argued.
- The **proposal describes the existing collaboration** but does **not** explain what kind of activities would lead to **long-term collaboration**. In addition, the plans to extend the collaboration beyond the presented work in the proposal are not sufficiently described, so sustainability is not convincingly argued. Furthermore, there is no apparent knowledge transfer between the partners described.

2.2 Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development

Describe how the action contributes to realising the potential of individuals and provides new skills, enhances their knowledge and career perspectives.

- Overall aim is to show an understanding of **how participating in the project** will help the Staff to enhance their potential and improve their career prospects
- Present an analysis of how participating will affect the Staff, e.g.:
  - **New knowledge gained** (e.g. research skills, transferable skills)
  - Mobility to academic/non-academic sector and/or organisations outside Europe (i.e. experiencing different research environments);
  - Improved understanding of the **benefits of international and/or cross-sectoral research**
  - Opening their eyes to **new career options**, particularly outside academia
  - **Raising their profile** through networking, research outputs and communication activities to different target groups (including the media & general public)

- Make the **link between your programme's elements/objectives** and **EU policies** about research careers/employability.

- Show that the **whole programme** (and not only its research components) is **in line with EU needs**, priorities and **long-term goals**.

Weaknesses 2.2

- The proposal does **not clearly describe how the collaboration and training** during the project will **enhance** the **knowledge and the career perspectives** of the staff members.
- The proposal will help individuals realise their potential by enabling staff members to acquire new skills, enhance their knowledge, and improve their career prospects. However, the **monitoring of these activities is not adequately addressed.**
- **Limited details** are given regarding the actual implementation of **soft skills training** (responsible research, entrepreneurship, etc.).
- **1 month long ESR secondments are deemed too short** to create an impact in terms of providing new skills and career perspectives.
- The **new career perspectives are not appropriately addressed**, without a **clear indication of what new job opportunities will result from this work**.
- The proposal does not include adequate training for seconded early-stage researchers to help them develop soft skills.
- The proposal provides an adequate explanation of the potential impact on staff career perspectives. However, the **low number of joint activities limits the effectiveness**.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

- Describe the planned measures to maximise the impact of your project by providing a first version of your '**Plan for the dissemination and exploitation including communication activities**'.
- Regarding communication measures and public engagement strategy, the aim is to **inform and reach out to society and show the activities performed**, and the use and the benefits the project will have for citizens.
- **Activities must be strategically planned**, with clear objectives, start at the outset and continue through the lifetime of the project.
- The description of the communication activities **needs to state the main messages as well as the tools and channels** that will be used to reach out to each of the chosen target groups.

Radiance MSCA

Main differences between communication and dissemination

Dissemination and Exploitation

- About results only
- When results are available and after the end of the project
- Potential professionals that may use the results in their own work
- Enable use and uptake of results
- Publication, conferences presentatations

Communication and public engagement

- About the project and results
- Start at the beginning of the project
- Multiple Audiences
- Inform and reach out society, show the benefits of the research
- General media, social media, different type of events, popular science publications

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

Dissemination

- **Dissemination** is sharing research results with potential users - peers in the research field, industry, other commercial players and policy makers.
- Before writing, **discuss with all beneficiaries** their own dissemination and exploitation channels/mechanisms.
- **Describe in detail the activities** you will **organise and participate** in at a consortium level to **disseminate the research** results to the relevant audience (e.g., conferences, publications, etc.).
- State which **specialist journals** will be targeted for the publication of the consortium's results and how many articles the consortium aims to produce. **Be realistic**.
- **Describe activities targeted to other potential users**, e.g., attending trade shows to engage with industry, organising workshops for clinicians in healthcare-related projects, workshops for NGOs, etc.

Exploitation

Exploitation is using results for commercial/ research/ education/ standardisation purposes or in public policy making. There is a close link between dissemination and exploitation. Dissemination feeds into exploitation, and exploitation is connected with the management of intellectual property.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

- Depending on the type and field of research, some exploitation methods are:

Further internal research	The results coming out of the project can be applied to further research in the field and beyond.
Collaborative research	The results can be used for building/contributing to collaborative research projects.
Product development	Results can be used for developing or contributing to a product, process, technique, design, etc.
Standardisation activities	Results could be used to develop new standardization activities or contribute to ongoing work.
Spin-offs	A separate company will or could be established as a result of the research results.
Engagement with communities/end users/policy makers	Describe the activities engaged in to ensure that relevant societal actors will benefit from your project. For example, results will be used in policy briefings to have an impact on policy.

- Where relevant, remember that the results can and should be widely disseminated AFTER intellectual property protection has taken place (for the open science requirements you can refer back to 1.3. section).
- Mention, where relevant, applicability and commercialisation of the research results (e.g., new product/service, new techniques/methods), possible patents.
- Remark partners expertise in exploitation and IP protection.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

Communication

- **Communication** and public engagement activities aim to raise **citizens' awareness** of the challenges addressed by the project, and to show the impact of the research on citizens' daily lives. **Communication is one-way** from sender to receiver, e.g., an article in a newspaper or on TV or radio or via social media, project website etc.

- Communication **aims to reach stakeholders and policymakers**, when they uptake and use your activities and results become exploitation of the results and activities of your projects.

- **Describe the activities which the consortium will perform to ensure media coverage** about the **programme** and its **results**, e.g., press releases to newspapers, feature articles in magazines, articles on social media. Is there any potential to have the programme featured on local/national TV or radio in any of the countries in the consortium?

- If applicable, explain **who will help you with maximising media coverage**, e.g., Communications or Marketing Office/Officer or Impact Officer at the institution.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

Public Engagement

- **Public engagement** and **Outreach activities** aim to engage a broad audience and aims to bring knowledge and expertise on a particular topic to the general public.
- **Describe** what **activities the consortium** will perform to engage the **general public**. If you will second young researchers (**DCs**), have in mind that they should be **actively involved** in public engagement and communication activities, as a part of communication training/development.
- **Plan** a range of **face-to-face activities** (e.g., school visits, lab open days, public talks, science festivals, **European Researchers' Night**, **Researchers at Schools**) targeted at multiple audiences.
- Talk to **experts at your institution**. See what local/national activities you can join. Activities need to take place across the whole consortium, so ask your consortium participants for information on what activities they have in their organisation/region/country.

- Communication and public engagement activities concern **not only the project results**, but your project as a whole and your research area. These activities should take place throughout the project duration.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

- **Include quantifiable targets for measuring the effectiveness of dissemination, exploitation, communication and public engagement activities**. For this you could use a table as shown below.

Activity	Target audience	When	Where	Key indicators (KPI)
Conference (provide the full name)	List the target audience that will participate at the conference	Estimated month of project when it will take place (e.g. M12, M14)	If known at proposal stage	Number of attendees, etc.

- Don’t forget to indicate these activities in the related work packages in the Implementation section.

2.3.2. Strategy for the management of intellectual property,

- **Strategy for the management of intellectual property**, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.

  - **Consortium agreement** to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.)
  - Where relevant, remember that the **results can and should be widely disseminated AFTER IP protection** has taken place. Seek advice from your Technology Transfer Office on these matters.
  - **Outline plans to exploit any IP/commercial potential** arising from the programme. Briefly describe the role of any Technology Transfer Office or similar in helping you to commercialise the results.
  - Remember that this is the Impact section.
  - Describe the **potential impact of exploiting the commercial potential** of the research results.

European IP Helpdesk - a first-line intellectual property service providing free-of-charge support to help European SMEs and beneficiaries of EU-funded research projects manage their IP in the context of transnational business or EU research and innovation programmes.

Radiance MSCA

2.3.2. Strategy for the management of intellectual property,

- Have in mind the specifics of the MSCA Staff Exchanges and relevant characteristics that may have an effect on IPR:

Intersectoral exchange (academic to non-academic sector and industry) requires different IP policies/interest, difference in publication and exploitation

International dimension EU-MS/AC vs. third countries – different IP laws and regulations;

Secondments focusing on the explanation of complementary competences of the participants (host organisation and secondment host organisation) – granting access to background/results for/by secondees (‘’visitors’’).

Radiance MSCA

PsyCoMed
Plan for Exploitation and Dissemination of Results

One of the key elements of the dissemination strategy is the identification of dissemination target areas and audiences:

Target audience	Implementation	Timeline	Expected impact
Scientific Community	Specific sessions (*oral presentation*) at the MNS and FENS General Assembly (GA) to communicate upon the results of the mobility and research outcomes. PsyCoMed website with reports, **publications in journals.** Communications at International meetings (FENS, MNS, IBRO) (*symposium*).	Yearly	1 GA/year 2 (joint) publications/year 5000 views/year 100 attendees/session
Professionals in relevant fields	Relevant professional associations in biotechnology/environment, and clinical bodies (*oral presentation at their regular meetings*).	Regularly	40 companies (total) 10 health institutions (total)
Policy-makers	Mediterranean regional representatives and associations, public administration at national/international levels *(health and environment authorities)*.	Regularly	Contacts established in6 countries (total)
EU projects in similar fields	Social media, newsletter, workshops, international conferences	Regularly	Contacts established with 4 EU projects

Qualitative indicator measured	Expected number
Number of visitors to website	5 000 (over the duration of the project)
Number of enquiries about a resource (e.g., experimental protocol, methodological guideline, patent) or an event	500 (over the duration of the project)
Number of attendees to the communication/outreach events	300 (for the 2 conferences and 3 workshops)
Number of citations for a peer-reviewed article	225 (over the 10 years following publication)

Type of event	Main topic	Partner involved	Timing
Brain Awareness Week	Neuroscience communication to the lay public	UBx, CNRS, IN-CNR, CNRS, UJI, JUK, UM	Yearly
European Researcher's Night	Scientific research	UBx, CNRS, IN-CNR, CNRS, UJI, JUK, UM	Yearly
Pint of Science	Unformal example of a scientific research program	UBx, CNRS, IN-CNR, Florey-FINMH	Yearly
FACTs	Arts and science festival	UBx	Yearly
Science Festival	Casual exploration of science	IN-CNR, UTM	Yearly
IBRO-ARC Workshop	Series of International conferences and hands-on training	AU	Sporadic
Neuroscience Days	Neuroscience communication on research projects	UBx, CNRS, Florey-FINMH	Yearly

PsyCoMed – PsyCoMed MSCA SE Project

https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e51b745b6c&appId=PPGMS

Weaknesses 2.3

- The **dissemination, communication and exploitation plans are generic and overstated**, and lack strategic planning. Additionally, the target groups have not been sufficiently identified.
- The number of **planned scientific publications is unrealistically large**. Each seconded researcher would be required to publish **at least one paper after a short stay**. **Joint publications are not** adequately **considered** and thus the affiliation of all publications to the project is not sufficiently justified.
- The **result exploitation plans lack a description** of how the **potential beneficiaries**, such as SMEs and other industry sectors, will be involved in realizing the **potential applications**. This aspect is especially important as **no intersectoral mobility is planned.**
- The **communication strategy** is not fully convincing: the **target audiences are insufficiently identified**, and a structured approach, with tailored measures, to address various audiences or the timeline to reach each different audience are insufficiently developed.
- **Intellectual property** (IP) aspects **lack convincing details**. A concrete plan for managing potential IP issues within a large network, including also third countries is missing in the proposal.
- The **plan for exploiting the results** provides only **general information** and does not specify how the findings will be **applied in practice**, shared with relevant communities, or translated into actions that could have a broader impact.

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.

- Have in mind that during the Horizon Europe implementation, the European Commission aims to achieve an impact-driven programme by maximising the effect of research and innovation. To achieve this aim, the EC identified **key impact pathways** as follows:

Key impact pathways	
Scientific impact	1. Creating high-quality new knowledge 2. Strengthening human capital in research and innovation 3. Fostering diffusion of knowledge and open source
Societal impact	1. Addressing EU policy priorities and global challenges through research and innovation 2. Delivering benefits and impact through research and innovation missions 3. Strengthening the uptake of research and innovation in society
Towards technological/ economic impact	1. Generating innovation-based growth 2. Creating more and better jobs 3. Leveraging investment in research and innovation

- Try to **address all aspects of the key pathways**. The concept of key pathways to impact should be discussed in relation to the project.

Radiance MSCA

	Short-term (output)	Medium-term (outcome)	Long-term (impact)
High-quality new knowledge	Number of peer-reviewed scientific publications	Citation index of peer reviewed publications resulting from the Programme	Number and share of peer reviewed publications from projects that are core contribution to scientific fields
Addressing EU-policy priorities	Number and share of outputs aimed at addressing specific and identified EU policy priorities and global challenges	Number and share of innovations and scientific results	Aggregated effects from use of funded results, including contribution to policy making cycle
Innovation-based growth	Number of innovative products, processes of methods and IPR applications	Number of innovations including awarded IPRs	Creation, growth and market shares of companies having developed innovations
Example	Successful demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management	At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project	15% increase of maximum passenger capacity in European airports

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.

- **Address the three areas of impact.**
- In terms of scientific impact, describe the impact that your project will have on the scientific community – it can be helpful when writing this section to reflect on what you said in 1.1 regarding how the project is going beyond the state of the art.
- For economic impact, outline any foreseen **economic/technological impacts** from your project.
- Regarding societal impact, **describe the effect your project will have on the non-scientific community**. Think about who will benefit from your research and what changes will occur as a result of your project.
- Explain **how the research project** (including dissemination/exploitation/communication/ outreach activities) will **contribute to Europe's economy and/or society** – not just in terms of the research impact but also in terms of the results of the programme (e.g., a new concept of training, new approach, staff career development, etc.).
- Explain **how the research and training programme will help in bringing ideas to market**, where relevant. The **role of the participants from the non-academic sector** in this respect should be described, in terms of research commercialisation or training in entrepreneurship/tech transfer to the fellows, etc.

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.

- **Only include** such **outcomes and impacts** where your project would make a **significant and direct contribution**.
- **Avoid describing** very **weak links** to wider impacts.
- Give an indication of the magnitude and importance of the project's contribution to the expected outcomes and impact.
- Provide **quantified estimates** where possible and meaningful.

- 'Magnitude' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time
- 'Importance' refers to the value of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply

Expected outcome	Description	Magnitude	Importance	Expected impact

Radiance MSCA

examples for scientific impacts

- The **PsyCoMed** beneficiaries have a strong track record in publishing in leading general science and neuroscience journals. During the last 10 years, research articles and reviews have been published in, amongst others: Nature, Science, Nature Neuroscience, Neuron, Nature Communications, Cell Reports, eLife, PNAS, EMBO Journal. Members of the consortium also hold editorial board positions in their fields, as well as executive board membership of relevant learned societies, thus **ensuring world class scientific networking**.
- PsyCoMed will develop new processes to **improve screening tools** by combining the expertise of IN-CNR on Zebrafish and Watchfrog on Xenopus. In particular, the consortium will adapt Watchfrog Xenopus tests to characterize endocrine effects of Mediterranean pollutants.

Other possible scientific impacts

- **New knowledge and understanding**: Generation of new knowledge on XXXXXXX
- **Innovative methodologies**: Introduction of state-of-the-art machine learning, XXXXXX
- **Advanced computational models**: Development and validation of conceptual and computational XXXXXXXX.
- **Harmonized global datasets**: Standardizing diverse datasets from 25+ countries

Radiance MSCA

examples for societal impacts

At a societal level outside the scientific community, PsyCoMed will act in three directions to

- **(1) decrease avoidable mortality,**
- **(2) raise consumer awareness and**
- **(3) improve policies and decision-making.**

PsyCoMed will develop an inventory of substances which can contribute to mental illness and determine the gravity of their impact on mental health. Since prevention has a strong societal impact to mitigate the often-inadequate mental health budget in North African Mediterranean low-income countries,
PsyCoMed will also **promote preventing and managing mental ill-health to policy-makers**. It will thereby support the United Nations Sustainable Development Goals (SDG), Goal 3 'Good Health and well-being' in particular. Indeed, a report by the United Nations highlighted rampant drug abuse and trafficking in Africa, pointing to the role of North Africa in all pharmaceutical opiates seized globally.

PsyCoMed will thus **help civil society, public authorities, citizens, social partners and the private sector identify climate and environmental risks and take action to prevent, mitigate and adapt to them, and foster their engagement in closing knowledge gaps**. In additions, it aims to develop social and environmental cross-border activities through joint strategies fostering sustainable territorial development.

Weaknesses 2.4

- Despite the important scientific topic, the **proposal does not give sufficient attention to which aspects of the project or the final products** will have a definitive impact on the science of the field.

- The project will **not make a significant scientific impact during and after the project or beyond the scope of the proposal.** The effect on promoting further studies is not discussed in sufficient detail and the project will not improve the research potential.

- The **scientific impacts of the action are not clearly identified by the proposal**, and it is unclear how the findings/results of the R&I actions from the project will affect the development of relevant scientific fields.
- The proposal has potential to have strong and lasting economical, technological and societal impacts beyond the scope and duration of the project. The direct scientific impact, however, is only moderate.
- The **description of the project's impact in societal and economical terms is not sufficient** because **no indicators** are presented.

- The **magnitude and significance of the proposed contributions** to the expected economic impacts, beyond the scope and duration of the proposed project, are not sufficiently elaborated.

IMPLEMENTATION

3.1 Quality and effectiveness of the work plan, assessment of risks and appropriateness of the effort assigned to work packages

- 3.1.1 Work Packages description (include table 2).
- 3.1.2 List of major deliverables (include table 3).
- 3.1.3 List of risks (include table 4).

3.2 Quality, capacity and role of each participant, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise

- 3.2.1 Appropriateness of the research infrastructure and capacity of each participating organisation, in light of the tasks allocated to them in the action.
- 3.2.2 Consortium composition and exploitation of participating organisations' complementarities

3.1 Quality and effectiveness of the work plan, assessment of risks and appropriateness of the effort assigned to work packages

- **Consistency and adequacy of the work plan** and the activities proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.)
  - Show that the **level of effort for each WP** is in line with the amount of work involved and the overall needs of the project.
  - For each WP, make sure **objectives are clearly presented**.
  - Have an adequate number of significant **deliverables and milestones** not only for the scientific aspects but also for the management, training and dissemination activities.
  - Have in mind the rational distribution of **responsibilities and tasks amongst the partners**, with work package leaders' roles being equally distributed among the consortium.
  - For the **allocation of tasks and resources** make sure it is adequate to the capacities of participating institutions (including relevant knowledge and expertise).
  - **Pre-visit preparations are valuable**, for the smooth integration into the host organisation, especially for early career researchers. Make sure you provide sufficient information regarding the preparations (who will do what, when).
  - The **feasibility of the project** can be demonstrated by providing a detailed description of the work plan, tasks, participating organisations and resource allocations.
  - Beside the secondments, **describe network activities** that will be organized with the aim to share knowledge (e.g., workshops, meetings, trainings, online networking, etc.).

3.1 Quality and effectiveness of the work plan, assessment of risks and appropriateness of the effort assigned to work packages

- **Credibility and feasibility of the secondments proposed**. Describe how the proposed secondments are necessary, their duration is appropriate, and the staff profiles are suitable to implement the activities described.

  - Make sure your project is **clearly structured**, **secondments are feasible** and the **link between work packages** (and the associated research objectives) is well addressed. **The duration of secondments**, the link between them, how they support tasks and deliverables, and the availability of staff for secondments must be clear.
  - Make sure that the **distribution of the secondments is balanced** throughout the years of the project implementation and justified and linked to the scientific activities/appropriate staff profiles. If you have any partner just receiving or just sending staff, make sure it is explained clearly and justified. **Each partner needs to have a specific role** and they need to complement each other.
  - **Secondments need to be aligned with participants' capacity** e.g., partners with small capacity should not have a high proportion of the total secondments.

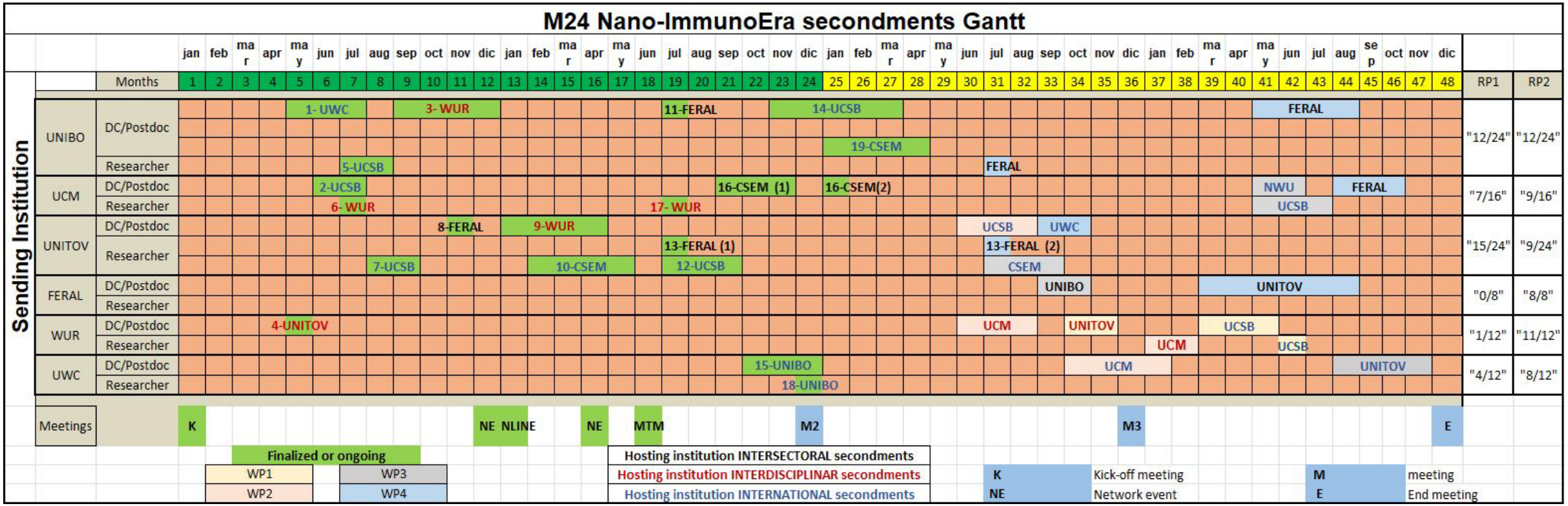
3.1 Quality and effectiveness of the work plan, assessment of risks and appropriateness of the effort assigned to work packages

- **Credibility and feasibility of the secondments proposed**. Describe how the proposed secondments are necessary, their duration is appropriate, and the staff profiles are suitable to implement the activities described.

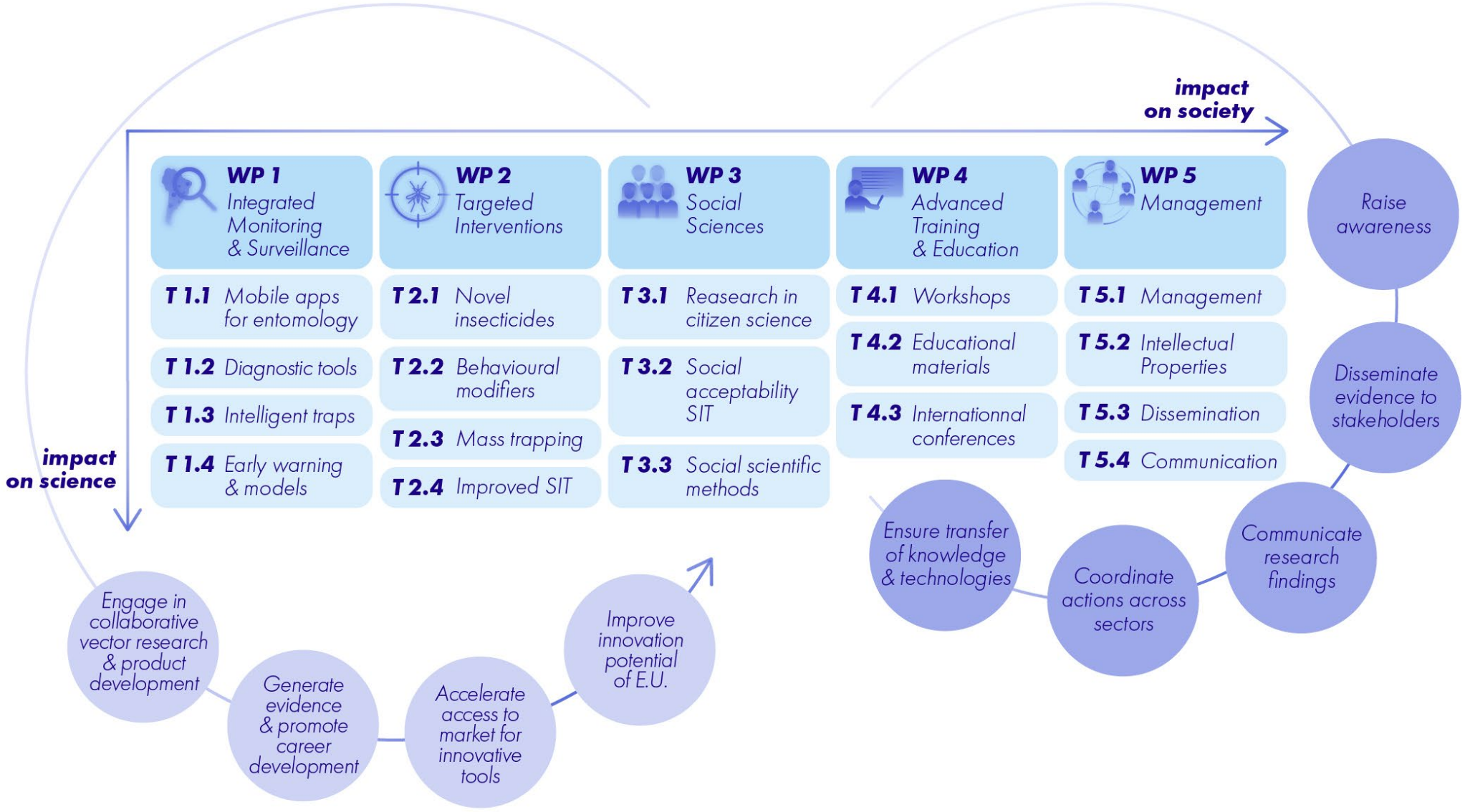
  - Make sure that the **staff profile is adequately described**. The selection of the participating staff members should be according to their individual expertise and the whole team should complement each other's skills and knowledge. By selecting staff take into consideration **gender balance and diversity**, make sure you have a good mix and balance of **experienced researchers (supervisors)** and early-stage researchers from academia and industry.
  - For the **early-stage researchers** make sure that the **length** of the secondment is appropriate to the later impact (e.g. more than 1 month).
  - For the experienced researchers have in mind their role on effective implementation of the tasks and their experience and network in planning research **cooperation after the project**.
  - Don't forget to mention the **staff profiles of the technical/management** staff if secondments are also foreseen for them.

- .

MSCA Radiance



MSCA
Radiance



Radiance MSCA

Work Package

Proposed WPs:

- 3-4 **Research WPs**
- **Knowledge transfer /Training WP** (for secondments and networking) - or integrate these into the Research WPs)
- **Comm&Dissem/ Impact** WP
- **Management & Coordination** WP
- **Ethics** *(Depending the Project approach and topic)*

Important!

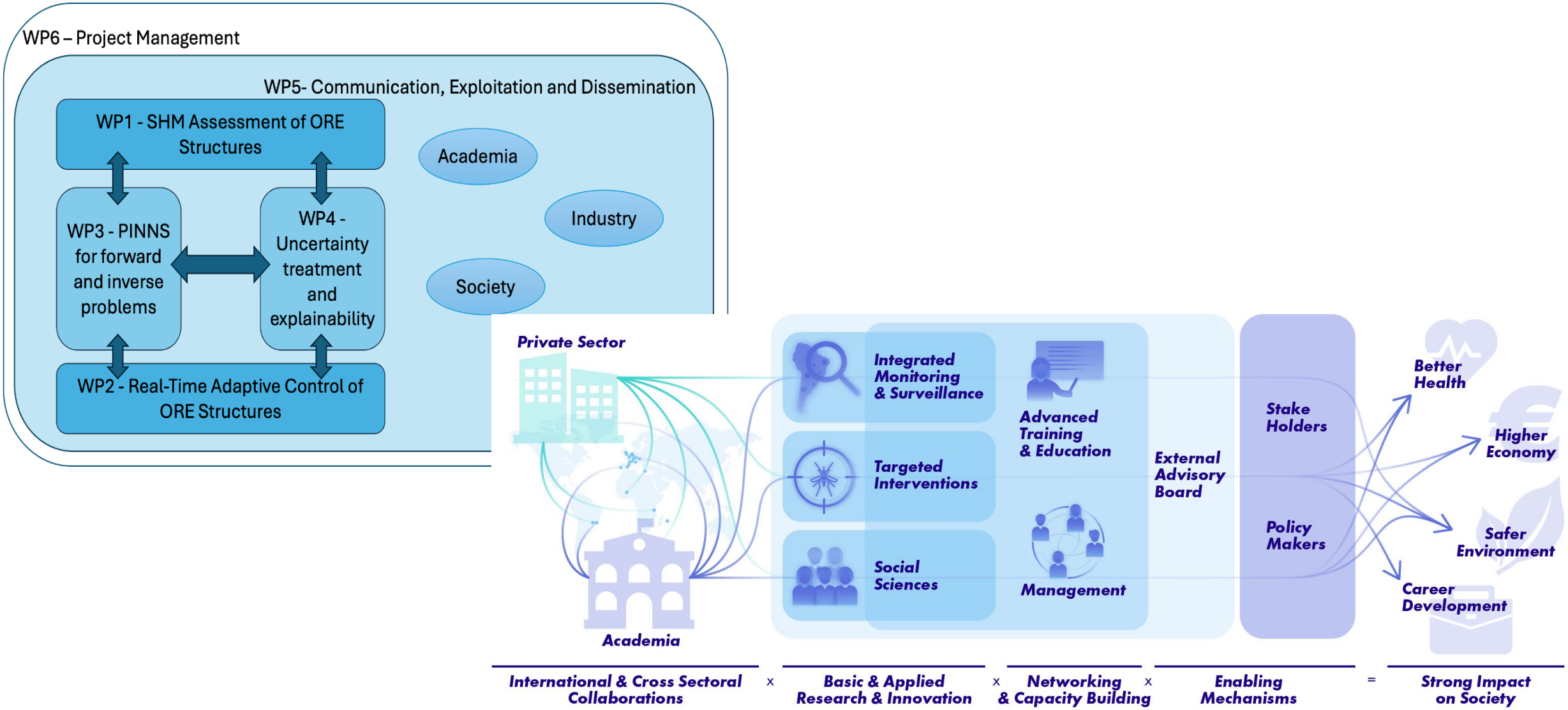
- You can only allocate **PMs to WPs based on secondments**
- Research WPs: PMs are based on research activities carried out through secondments.
- Management or Communication/Dissemination WPs: usually there are no PMs allocated to these WPs (only if there are secondments related to these WPs).
- Have in mind that the maximum for a Staff Exchanges project is 360 person-months of secondments.
- A "lead beneficiary" must be a beneficiary (= organisation established in a Member State/ Horizon Europe Associated Country) and cannot be an associated partner

Table 2 – Work Package description

Work Package no.	"X*"		**Start/end month[6]**		__/__		
Work Package title	(e.g., relevant title reflecting the R&I goals, Training, Transfer of knowledge activities, Management, Communication, Dissemination, etc.)						
Lead participant							
Participating organisation short name**							
Total person months per Participating organisation:							
Objectives: *Explain the main objectives of the Work Package (e.g., R&I, Training, Transfer of Knowledge (Through secondments, After secondments /Through reintegration)*							
Description of Work and role of specific beneficiaries/associated partners broken down and listed into numbered tasks including the following details: **Task "X.1"** • *Total number of person months allocated to secondments= "_":* • *Brief description of the task in terms of relevant information concerning the specific activity/goal, the leading organisation of the task, the role(s) of the participating organisation(s), the profiles of the involved staff members, etc.* **Task "X.X"** • ...							
Description of deliverables: *- provide a brief description of the planned deliverables that is consistent with the deliverables to be listed from all Work Packages in Table 3* *- i.e., consider consolidating the above listed tasks into a reasonable number of concrete outcomes (scientific and/or management, training and dissemination deliverables)*							

Definition: A work package is defined as a major subdivision of the proposed action

Radiance MSCA



Deliverable List

- Deliverable: a distinct output of the action (e.g. report, document, technical diagram, software, etc.)
- numbering convention: <WP number>.<number of deliverable within that WP>

- Examples
  D1.2: Consortium Agreement (here 2nd deliverable of WP 1)
- D2.3: Report on Project Publications
- D4.1: Report on Summer School 1

Grant Agreement requires **yearly reporting** by the consortium to follow-up implementation and to process requests for payments.

Include these reports (e.g. for a 48 month-project, year 1 and 3 progress reports) as **managerial deliverables!**

Table 3 – Deliverables list

Scientific deliverables						
Deliverable no.[7]	**Deliverable title**	**WP no.**	**Lead participant short name**	**Type[8]**	**Dissemination level[9]**	**Due date[10]**
Management, Training, and Dissemination Deliverables						
Deliverable no.	**Deliverable title**	**WP no.**	**Lead participant short name**	**Type**	**Dissemination level**	**Due date**

Type:

- ***R*** = *Report;*
- ***ADM*** = *Administrative (website completion, recruitment completion, etc.);*
- ***PDE*** = *dissemination/exploitation;*
- ***OTHER*** = *Other including coordination*

Dissemination level:

- ***PU = Public,***
- ***CO = Confidential,***
- ***CI = Classified***

Deliverable List

- Keep the **number of deliverables to a minimum**.
- Remember that you must actually deliver each Deliverable at the **fixed due date** if the project is funded and implemented, and too many deliverables will make your administrative workload very high.
- **Deliverable leader** can be a beneficiary or an associated partner.
- Deliverables are submitted to the REA Project Officer in PDF format, so ensure that it would be feasible to present your deliverables in this way.

Risk Management

Consider the risks that might endanger reaching the action's objectives and the contingency plans to be put in place should risk occur.

- Include a list incorporating specific research risks and project management risks. Describe practical mitigation and contingency plans for both.
- For each identified risk, specify the level of likelihood (probability that the risk occurs even with the implementation of mitigation measures) and the level of severity (seriousness/impact of the risk on the overall project).
- Some potential management and technical risks include: partners leaving the consortium, individual researchers or key personnel leaving their organisations, delay of secondment, not possible to implement secondment, IPR disputes.

Table 4 – Risks List

Risk no.	Description of risk	WP no.	Proposed mitigation measures
R1	e.g., delay in planned secondments		

- A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.
- **Level of likelihood to occur**: Low/medium/high - The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.
- **Level of severity**: Low/medium/high - The relative seriousness of the risk and the significance of its effect.

Radiance MSCA

Example of risks

#	Description of risk	WP	Proposed mitigation measures
1	Difficulties in coordination, planning and organisation of 23 different organisations	1	(Likelihood: 2, Severity 2). A robust project management infrastructure will be developed to ensure both the research objectives and the secondments within the project operate smoothly. Additionally, while the consortium is new, many of the partners have existing collaborative relationships with each other, which can enhance overall cohesion and coordination.
2	Changes in start-up and length of exchanges periods, and delay in planned secondments	1	(Likelihood: 4, Severity 1) The Exchange Committee will coordinate changes that may occur during the exchange periods and coordinate the correct functioning of secondments in a proactive and responsive way in order to ensure delivery of project objectives.
3	Withdrawal of participating researchers, managers, tech or administration over course of project	all	(Likelihood: 2, Severity 2) Good communication in advance of proposal development means partners have adequately assessed their capacity to participate. The breadth of the consortium additionally makes it feasible for individual partners to share additional contributions amongst them. Finally, all partners have extensive networks, making feasible substitution of organisation with comparable research interests and experience capable of carrying out the work planned.
4	Difficulty in accessing necessary data	2, 3	(Likelihood: 1, Severity 4) The relevant partners, as is evidenced by their past work, have existing dataset and relationships supporting access to other sources.
5	Dependencies between project deliverables impact overall realisation of objectives	2-5	(Likelihood: 1, Severity 4) Careful management of overall project progress will minimise the likelihood and impact of this risk. Additionally, while the project has been intentionally designed to integrate outputs from earlier tasks into the delivery of following work, the project also incorporates discrete aspects of work in each task which can be delivered independently.
6	Amplifying brain health measurement bias due to cross-setting differences in cultural, linguistic, or educational norms.	3	(Likelihood: 1, Severity 4) Our consortium has deep experience in establishing validity criteria for inclusion of brain health assessment data, evaluating cross-site measurement invariance, and applying culture-fair data harmonisation approaches (WP3). Additionally, WP4 WP5 will involve locally informed and directed work, led by partners with deep experience of working with local communities and stakeholder, ensuring cultural and contextual relevance of qualitative findings.
7	The scope of contexts being examined, the range of spatial scales, and diverse methodologies being employed will make integration, comparison and generalisation of findings difficult	3-5	(Likelihood: 2, Severity 3) As noted in section 1.2 and above in section 3, to maximise the transdisciplinary potential of our project we have developed a number of explicit points across the work packages to ensure adequate integration of methods, insights and work during project execution. Additionally, as noted we will develop and adapt methodologies (such as the 'nested case' approach) to collate and integrate project findings in a meaningful manner.

Radiance MSCA

Example of risks

	Description of Risk	WP No	Proposed mitigation measures
R1	Members of the research exchange team (RET) leaving their institutions	WP 1-5	Emerging research will be stored on a research website. A memorandum of understanding will be signed by the research participants ensuring that intellectual property generated through [redacted] will remain with the research group rather than the individuals
R2	Delays in planned secondments or deliverables.	WP 1-5	Each RET is made up of a minimum of three. A minimum of two members would be required for each WP. Each RET has the capacity to second additional researchers. [redacted] has in place a process by which the progress of deliverables will be monitored throughout the project.
R3	Partner withdrawal	WP 1-5	All institutions and partners have ensured their participation in the project. All institutions have got endorsement from their faculties and their universities.
R4	Problems with creation of effective communication system	WP1 1-5	The project is depending on effective communication system. Each home institution has IT-support that ensure that the university´s IT-service run smoothly and match the requirements of the project.
R5	Problems with dissemination	WP5	The dissemination activities will effectively be monitored through all the different networks each institution are engaged in and through different national and international channels in the field.

Weaknesses 3.1

- The **information flow between the work packages is not adequately presented**. The description of the tasks lacks detail. The deliverables in some work packages are not described in sufficient detail, and their timeline is not well-balanced.
- The **duration and number of secondments are insufficiently detailed** to be convincing with respect to the implementation of the project activities.
- **Scientific deliverables are not adequately defined**. Most are presented as activities with no quantitative/qualitative indicators or clearly specified means of verification.
- There is **too little consideration of quality assurance measures**, both in respect of the research to be undertaken as well as of the overall project delivery.
- The **project management strategy** and actions have not been presented in sufficient detail. The supervision, support, and hosting arrangements provided to the seconded researchers have not been adequately discussed.
- The **project deliverables are overestimated compared to the person months** and human resources dedicated to the project
- **Risk management does not sufficiently address scientific risks** related to methodological development as well as risk and mitigation measures related to data privacy. The potential scientific risks, like a failure to achieve a specific result/task, and the corresponding mitigation actions, are not sufficiently discussed.
- **The risks related to the project management or success of the secondments** and/or potential delays have not been adequately considered, and the mitigation of these risks has not been explained well.

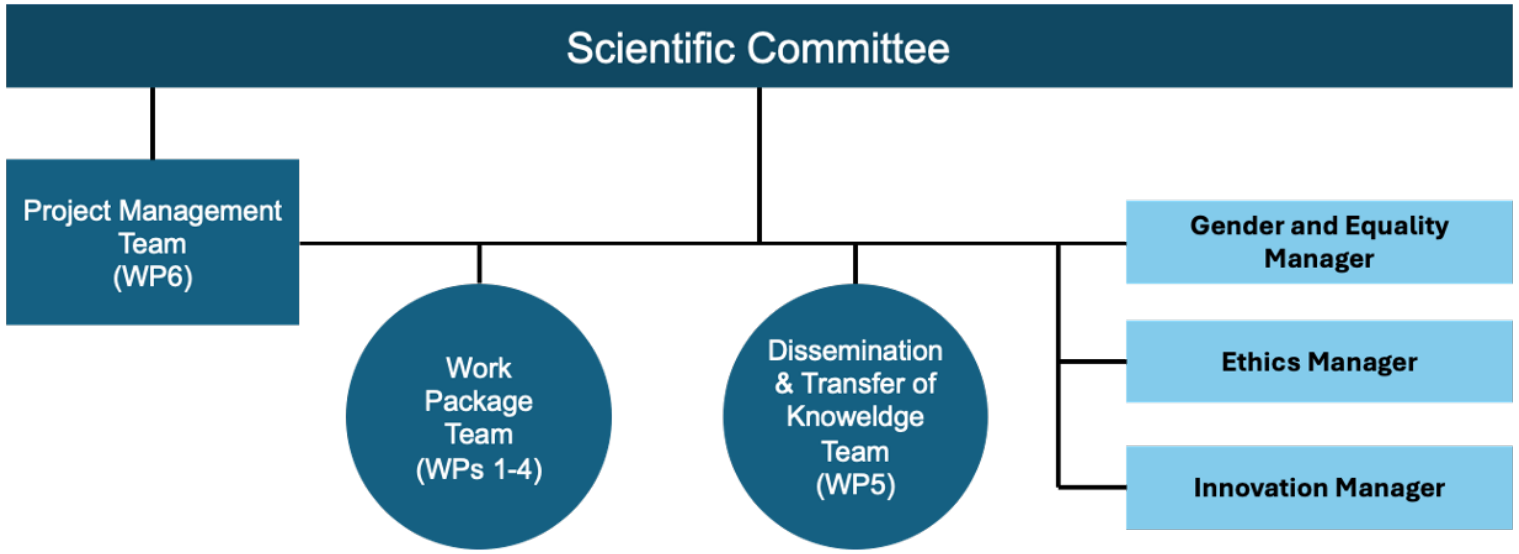
3.2.1 Appropriateness of the research infrastructure and capacity of each participating organisation, in light of the tasks allocated to them in the action.

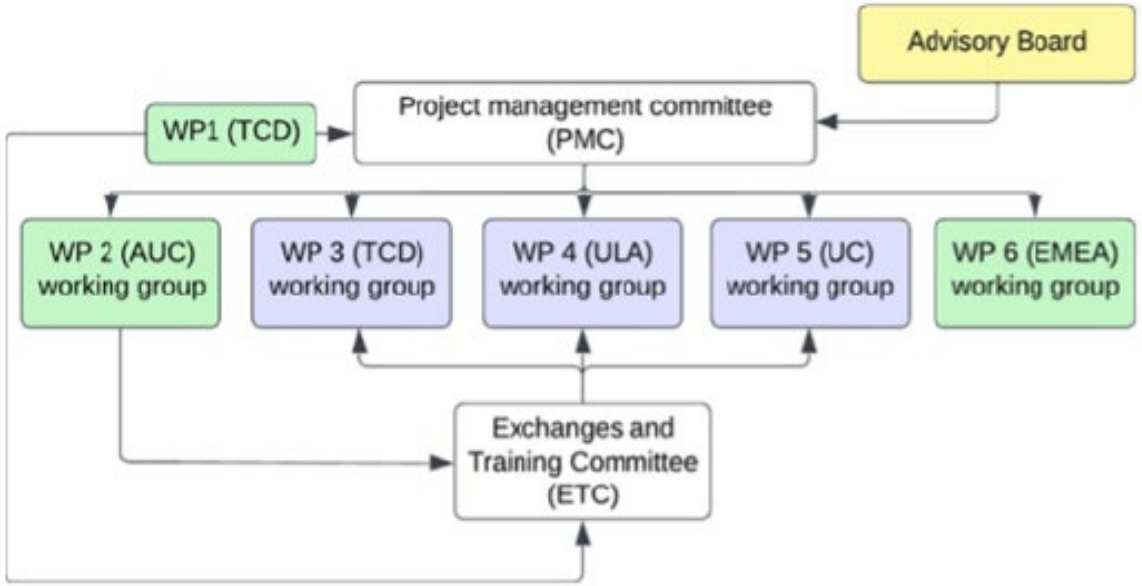
- The aim here is to **explain who is doing what and show that they have the necessary infrastructure** to do it. All partners need to have a clear role and adequate resources.
- This section should complement Section 4, not duplicate it (instead, refer to it as appropriate).
- Describe how the consortium has the necessary infrastructure (research and administrative) to implement all aspects of the programme (research, training, admin, communications, exploitation etc.).
- Describe how the participants provide an excellent environment for hosting and supporting the staff who visit them, such as, help with finding accommodation, with immigration and other practical matters, including:
  - EURAXESS Centres who assist with mobility issues. There are >600 support centres all over Europe.
  - Many universities and research centres are EURAXESS Contact Points and have a designated person who can help visiting researchers.
- If consortium partners have endorsed the European Charter for Researchers, an updated version of the 2005 Charter and Code, you should say so.
- If consortium partners have the "HR Excellence in Research" logo, state this too. The list of organisations by country with the "HR Excellence in Research" or HRS4R Acknowledged Institutions is available on the EURAXESS portal

3.2.2 Consortium composition and exploitation of participating organisations' complementarities

- Explain a coherent, **effective work plan** and the demonstrated appropriateness of the **management structure/procedures** (project management strategy/ management bodies, progress monitoring measures, supervision, support, hosting arrangements provided to the seconded researchers, etc.).
- Explain **how the consortium is exceptionally well qualified** to implement this programme by referring to:
  - **Complementarities/synergies** in expertise between all participants and how this complementarity allows them to successfully deliver the programme (if appropriate, use a diagram or table).
  - How their **previous experience** (and collaboration, if applicable) makes them suitable for their tasks here.
- **Outline the commitment of each participant** by showing that they are all highly active in the project – refer to earlier sections – use a table.
- Particularly important for **high-income TCs contributing their own budget** – they should make clear their financial commitment in this section.
- Note any **relevant expertise in social sciences and humanities**, open science practices, and gender aspects of R&I among the partners.

3.2.2 Consortium composition and exploitation of participating organisations' complementarities



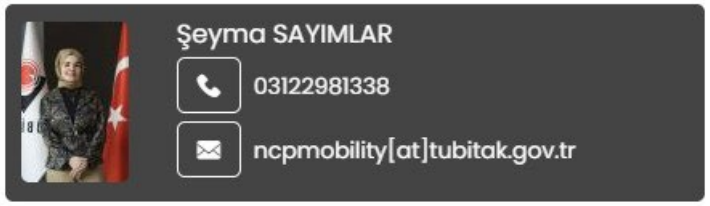


Weaknesses 3.2

- The **capacity of the consortium is not clearly described in the proposal**. For example, the proposal insufficiently justifies some of the academic partners' workload balance and the proposed human resources.
- The **capacity of the coordinator to manage an EC funded project** is not convincingly demonstrated.
- The **capacity of each participating organization** is not convincingly demonstrated. For example, for some participating organisations the number of R&I staff is low compared to the planned secondments, including sending and hosting arrangements
- The **staff, infrastructure and equipment available at the non-academic partner do not support the implementation of some of the proposed activities.**
- The hosting arrangements, and in particular the measures required to integrate younger researchers into the team, are not described in sufficient detail.
- The complementarity of the participants is not adequately specified.
- It is not clear which secondments relate to which tasks. The table with the secondments between the partners does not provide background on the work to be fulfilled during the secondments.
- The arrangements to host and integrate the seconded researchers into the research teams are not explained in sufficient detail.

MSCA RESOURCES

- RADIANCE PROJECT
- RADIANCE HANDBOOKS MSCA SE
- MSCA MATCHMAKING PLATFORM
- MSCA PORTAL
- MSCA REA PORTAL
- 30TH ANNIVERSARY



Handbooks

European Commission

Marie Skłodowska-Curie Actions

Developing talents, advancing research